

DD / S R E G I S T R Y
FILE Training 3

24 April 1964

Executive Director-Comptroller

7D-59 Headquarters

Kirk:

Here is Matt's memorandum and his proposed Mid-career Rotational Program Action Memorandum which we have been discussing.

As I told you, Tom Karamessines has some rather strong views on this which I think he should be permitted to air before he is handed an annual specified quota.

/s/
HGL

Acting Deputy Director for Support

7D-18 Headquarters



STAT

A-DD/S:HGL:fp

Distribution:

- O - Addressee w/att (DD/S 64-2268)
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DD/S 64-2268 - Memo dtd 16 Apr 64 to ExDir-Compt fr DTR,
subj: "Proposed Draft of Action Memorandum on
the Mid-career Rotational Program"

MEMORANDUM FOR: Executive Director-Comptroller

**SUBJECT : Proposed Draft of Action Memorandum on
the Mid-career Rotational Program**

1. Attached is the draft of an Action Memorandum proposing the regularization of a mid-career rotational program between the Directorates and the Office of Training.

2. For many years, I have been advocating an organized rotational program between OTR and the clandestine Services. So far as it has gone, it has been successful if we are to take at face value the statements of DDP officers who describe their tours of duty in OTR as a valuable experience in the substance of their professional training and actual competence. Numerous other officers have expressed similar sentiments. Some have mentioned, however, that they wished their tours with OTR could have come at an earlier stage in their service with the Agency so that they could have profited sooner in the application of the experience gained.

3. I have the impression that developments have now occurred within the Agency which, together with the establishment of the Midcareer Program, provide the right combination of circumstances to achieve important advances in the Agency training program and, at the same time, provide reciprocal advantages to the Directorates.

4. It is of central importance that we institutionalize a normal expectancy on the part of any Agency officer of whatever seniority that a tour of duty in the Agency training process may constitute a regular part of his career service with the Agency. The reasons are clear:

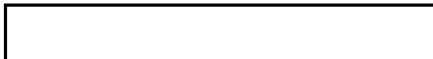
a. There is a psychological tendency on the part of other component officers to consider a tour with OTR as an abnormal and unwarranted interruption of their career service specialization.

b. An image has developed with some officers of other Agency components that assignment to Training represents their being sloughed off, disposed of, or judged as less qualified than their component colleagues.

c. There is concern about promotion and future career assignments.

d. Meanwhile, on our side, there is need for rotational assignment to OTR of some younger officers from other components as training instructors. The average age of our current instructor personnel is about the mid-forties. At the same time, we must be in a position systematically to rotate younger OTR officers to other components if they are to be groomed effectively through the experience and career ladder.

5. I can think of no more effective way than that represented by the Midcareer Program to advance on these objectives in view of the fact that the Midcareer Program addresses itself to program planning for Agency officers selected for their quality and potential.


for MATTHEW BAIRD
Director of Training

STAT

Attachment:

As stated above

CONCUR:

Date

H. Gates Lloyd

Acting Deputy Director for Support

Distribution

0 & 1 - Addressee

✓ 2 - DD/S

2 - DTR

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DRAFT

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Action Memorandum No. _____

MEMORANDUM FOR: Deputy Director for Plans
Deputy Director for Intelligence
Deputy Director for Support
Deputy Director for Science and Technology

SUBJECT : Midcareer Rotational Program

1. In discharging its responsibility to provide the best possible training for Agency personnel, the Office of Training must have access to the services of highly qualified officers who are experienced and are current substantively. In most instances, these officers are assigned outside the Office of Training and it follows, therefore, that the Office of Training should be in a position to levy on the Directorates a requirement for instructors on rotational tours of duty.

2. Because OTR provides training for the entire Agency, and in view of the fact that past experience suggests that a broader and more orderly approach would be useful, the concept of rotational programs between OTR and other Agency components should be expanded to include the four Directorates. Experienced officers outside of OTR can make a strong contribution to the training effort and will, on completion of their assignments to OTR, bring back additional skills and experience to their parent components. Similarly, qualified OTR officers should be rotated to the Directorates to fill vacancies created by the assignment of Directorate officers to OTR. It is essential that OTR instructor personnel broaden and renew their experience in the substance and skills which they are responsible for transmitting in the training process.

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3. I am convinced that an effective approach to the objective of accomplishing more systematic rotation between the four Directorates and OTR is provided by the Midcareer Program. Designed for Agency officers selected qualitatively and groomed for advancement, the Midcareer Program affords a particularly appropriate means to achieve rotation of Agency officers to and from OTR with consequent advantage to the training program, to the career services, and to the individual officers.

4. I can think of no better time to implement this policy than right now, when the Career Services are planning five-year programs for their mid-careerists. By way of getting this program started, I am assigning herewith annual quotas of qualified midcareer officers to be rotated to the Office of Training as follows:

DDP - 5

DDS - 2

DDI - 3

DDS&T - one officer every two years.

Marshall S. Carter
Lieutenant General, USA
Deputy Director